

Air Force Contracting Strategic Plan 2009-2013



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Air Force Contracting Strategic Plan

Forward



“The combined impact of rapidly advancing technology and mounting defense costs has confronted military procurement with unprecedented challenges over the past few years. Some have been met. Others are yet to be resolved. Congressional thinking as reflected in reports of committee hearings and

public reaction as reflected in the press provide tangible evidence that much remains to be done. Prolonged criticism of the military-industry complex, stimulated in part by cost growth in weapon system acquisition programs (cost overruns in the public mind) and charges of shortfalls in contractor performance, has undermined Congressional and public confidence in military procurement to such an extent as to suggest that essential defense programs may be in jeopardy.”

Air University Review, “Military Procurement—Today and Tomorrow,” 1970.

While these words clearly reflect the challenges we face today as Air Force Contracting Professionals, they were actually penned nearly 40 years ago by Brig. Gen. James O. Lindberg, Director of Procurement Policy, Deputy Chief of Staff Systems and Logistics. In a few thousand words, the general articulates the “vast and complex” military procurement process. He applauds the “dedicated professionals who daily demonstrated their ability to discharge their heavy responsibilities.” Yet, in the same paragraph, he calls out “mistakes or errors in judgment of a few” and the dramatic impact they have on the entire organization. In conclusion, he declares the importance of improving the procurement process, embracing new technology, and thinking innovatively.

The parallels are distinct and somewhat disconcerting. What this brief glimpse into our history tells us is that our profession has never been easy. The responsibility of discharging our

statutory duties and obligating funds on behalf of our nation cannot be overstated. We must be credible in our intentions and accountable for our actions. Our current environment demands that we work within an ever-dwindling budget and maintain our robust missions with decreased manpower, all while weathering additional Congressional and public scrutiny of our profession. There is no doubt that cutting corners and the actions of a few have led some of our key stakeholders to lose confidence in our integrity and processes. We are working aggressively to rebuild that trust.

As a team, we must tenaciously cultivate a culture of competence and courage. We do this by getting back to the basics; from reaffirming our Air Force Core Values of *Integrity First, Service Before Self, and Excellence in All We Do* to embracing efforts to improve processes and leverage technology. The legacy for the next 40 years rests on the actions we take today. This is our genesis for the Air Force Contracting Strategic Plan 2009-2013.

In June 2008, our Air Force Contracting senior leadership brought their wisdom and experience to the table and plotted a course for the next 5 years. With achieving unquestionable acquisition excellence as our overarching goal, the Strategic Plan allows for critical examination of our operations to identify strengths we can amplify and recognize weaknesses we can resolve. We must win the fight today, while preparing for tomorrow’s opportunities. Proactively engaging at every level will create the energy to propel us to meet our objectives and realize the full potential of our vision of being *America’s Best*.

Your Fellow Wingman,

A handwritten signature in black ink, appearing to read "Roger S. Correll".

ROGER S. CORRELL
Deputy Assistant Secretary (Contracting)

Air Force Contracting Strategic Plan

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Executive Summary



VISION:

Be America's Best... War-winning Capabilities on Time, on Cost

MISSION:

Develop and execute responsive strategies and compliant sourcing solutions to enable the global Air Force mission

GOALS:

Goal 1: We will develop and sustain a culture recognized for its competency, integrity, courage, and professionalism, instilling confidence in procurement processes and decisions

Goal 2: We will aggressively recruit, develop, retain, and support a trained and capable Air Force Contracting Corps, ready to meet the Air Force and Joint Contracting mission

Goal 3: We will posture the Air Force as a demanding customer to our suppliers and ensure our Air Force Contracting processes and systems are able to meet the challenges of today and tomorrow

AIR FORCE CONTRACTING GUIDING PRINCIPLES:

We Will:

- ▶ Stand up and do the right thing to ensure integrity and fairness of the procurement system
- ▶ Never award a contract at the expense of integrity
- ▶ Know the fundamentals, think innovatively, and remain focused on the details
- ▶ Care for one another by sharing our knowledge and experiences
- ▶ Passionately protect the image of our Nation, our Air Force, and our contracting profession

Air Force Contracting Strategic Plan



Air Force Contracting operates in a dynamic and ever-changing environment. We are tested daily with the Global War on Terror, budgetary challenges, and increased public scrutiny coupled with expeditionary and humanitarian requirements. To continue meeting these demands, we must find innovative ways to serve the needs of our customers and stakeholders. Our organization has a sustained tradition of excellence and we must build on our history of successes while embracing future opportunities.

Enabling combat support functions and posturing the Warfighter to execute required missions is the critical link to our Nation's defense. It is vital that our strategy and processes align with the broader Air Force. Through this Strategic Plan, we have focused on strengthening partnerships with key customers and stakeholders to achieve our vision of being *America's Best... War-winning Capabilities on Time, on Cost*.

The scope of our customers' requirements is vast and our capabilities are demanded globally. We provide the required goods and services necessary to accomplish the Air Force mission in a fair, equitable, and transparent manner. Externally, we must be good stewards to the taxpayer and honest brokers to the Commander-in-Chief and Congress. Internally, we must also provide for the care and development of our own contracting community and be our own toughest critic.

Over the next 5 years, Air Force Contracting will focus on improving performance, increasing efficiency, and effectively leveraging our resources. Our strategy includes improving contracting processes and acquisition outcomes and seeking better integration with our financial systems. As we move along this path, standards for governance, transparency, and consistency in contracting and other business processes will



be established and enforced. These fundamental changes will allow us to achieve acquisition excellence and ensure we equip Airmen to successfully execute Air Force global missions.

Air Force Contracting Workforce

The Air Force Contracting workforce is undoubtedly our greatest strength. Our highly educated and professionally trained men and women serve at every level. Our professionals provide contracting support to a wide spectrum of missions, including major weapons, logistics and sustainment, installation and mission support, and contingency operations. This skilled and diverse group of experts has the daunting responsibility of negotiating contracts and obligating funds on behalf of our Nation. Our military force fills the lion's share of the Department of Defense's (DoD) contingency requirements and must be fully prepared for expeditionary deployments. Our civilian workforce provides exemplary support and continuity and remains prepared to carry the weight of contracting responsibilities at home station. Collectively, we continually meet our customer requirements in a high-demand environment.



Since 2001, the number of contract actions has remained stable while the number of dollars obligated has increased 75 percent. The result is increased complexity of contracting actions and the need for enhanced skills and strategic thinking by our contracting professionals. Looking back over the last two decades, the total Air Force Contracting workforce has decreased by about half and the mix of military and civilian professionals has shifted. Civilians are now expected to take on roles that were traditionally military. As we move forward, we must recognize the need to develop our people to assume new leadership responsibilities. These roles require a firm understanding of Air Force operations and culture, and of how Air Force Contracting participates in the Joint fight.

Given the strength and competence of our workforce, the demand for our people inside and outside contracting is growing. With increasing retirement decisions and budget constraints limiting the number of new recruits, our workforce is facing critical junctures. Our operational tempo is the highest it has ever been. We are the primary source for filling contingency contracting requirements in Iraq, Afghanistan, and around the world.

The long-term health of our Air Force depends on our ability to adapt to changing dynamics and embrace new ways of accomplishing our Air Force Contracting mission. New skill sets are required to transform from tactically driven to strategically aligned operations. One component to developing new competencies is building strategic sourcing capabilities. Air Force Contracting has been working on strategic sourcing initiatives for more than 10 years. While strategic sourcing and our use of commodity councils is a best practice that has already achieved significant cost savings/avoidance of millions of dollars, it is vital we extend this approach to the entire Air Force. In addition to strategic sourcing capabilities, our contracting workforce must develop other skills to meet tomorrow's challenges.

Air Force Contracting Products and Services

Air Force Contracting supports national defense and humanitarian missions through global contracting operations. We provide leadership, guidance, and execute contractual actions, for both goods and services in support of the Warfighter. In addition to facilitating successful acquisitions, our professionals impart field-tested contracting expertise, robust analytical



tools, and in-depth market research to meet customer and stakeholder needs. Air Force Contracting Professionals are engaged not just in developing plans and strategies, but also in providing innovative solutions to support the Air Force mission. We bring our experience to the negotiating table to ensure the Air Force is getting the best business deals and the right performance capabilities.

Air Force Contracting Customers and Stakeholders

Identifying our customers and stakeholders facilitates a better understanding of our own direction as we implement our Strategic Plan. Without question, our ultimate customer is the Combatant Commander. However, we also are accountable to a broad spectrum of customers and stakeholders, including the American taxpayers, US Government, DoD, Headquarters, MAJCOMs, Wings, Squadrons, and industry providers, who have a vested interest in the successful future of Air Force Contracting. We put countless quality products and services in the hands of our customers to accomplish the mission every day. Yet, our many valued customers and stakeholders look to us for more than tactical resources; they seek our sound business advice to provide the right Joint warfighting capabilities.

While ensuring warfighting capabilities, we owe our customers and stakeholders fierce stewardship. Instituting the right business practices is instrumental in freeing our resources to support our customer and stakeholders priorities. Our stakeholders and leaders demand we implement more efficient operations and improved business practices. We must smartly manage risks when we work together with Joint, allied, and interagency partners to provide transparency and restore credibility. We are committed to actively communicating with internal and external stakeholders at all levels, so they understand how Air Force Contracting is rising to fulfill today's challenges and meet future strategic opportunities.

Air Force Contracting Strategic Plan



Strategic Plan Components

Air Force Contracting's strategic planning process provides a structure that drives our organization from strategic priorities to tactical implementation (Figure 1). This approach sets the foundation for Air Force Contracting to build and implement a strategy based on a Vision and Mission, linked by Guiding Principles and measured through a holistic framework.

At the peak of the pyramid, the Vision expresses what Air Force Contracting wants to be in the future—what the organization is trying to achieve. The Mission captures the purpose and enduring nature of the organization. Directly supporting the Mission are the Goals, which are broad statements of intent and strategic change that, when taken collectively, represent how the Mission and Vision will be realized. The Objectives and Initiatives provide specificity about how the Goals will be accomplished. Guiding Principles are the values and philosophy of an organization that guide the behavior of its members and provide a foundation for everything we do. While strategy is developed from the top of the pyramid and moves downward, execution of that strategy, including

measurement and monitoring, starts at the bottom and moves upward.

Strategic Planning Approach

The Air Force Contracting Strategy Council (CSC), composed of our senior Contracting Professionals, implements a comprehensive, actionable, and iterative strategic planning approach as illustrated in Figure 2. Through interviews, the CSC engaged key stakeholders and customers in developing the Strategic Plan. The Council conducted a comprehensive documentation review to augment this “first-hand” expertise and ensure alignment with higher authority strategy and guidance. These core components constituted an Environmental Scan, which allowed Air Force Contracting leaders to analyze relevant strategic plans, gain a broad perspective on the current contracting environment, and identify challenges and enablers to executing the Air Force Contracting Vision and Mission.

In June 2008, the CSC convened to review and discuss the current environment as well as to develop the Mission, Vision, Goals, and Guiding Principles to lead Air Force Contracting for the



Figure 1: Air Force Contracting Strategic Planning Model

next 5 years. After the Strategic Planning Session, the Objectives and Initiatives were refined to enable execution of Air Force Contracting's strategy. The Objectives and Initiatives will be implemented, monitored, and revised as required every 1 to 3 years. With a clear strategic direction and a path to realize our objectives, the Strategic Plan provides the framework for Air Force Contracting to make decisions and allocate resources to meet our priorities.

Governance

The CSC provides leadership and oversight to monitor the progress of implementing and periodically updating the Air Force Contracting Strategic Plan. The Deputy Assistant Secretary for Contracting, Office of the Assistant Secretary of the Air Force for Acquisition (DAS(C)) will serve as the Champion for the overall Strategic Plan. The DAS(C) oversees implementation and leverages key Air Force Contracting leaders for support with the Secretary of the Air Force Procurement Transformation Office (SAF/AQCA) in the Secretariat role.

Each of the three goals will have a Goal Champion who, in addition to being the advocate for the goal, will provide strategic guidance and feedback to the Goal Team. Goal Champions will lead integration, alignment, and synchronization during development, and execution of objectives and initiatives. Directly supporting the Goal Champions are Goal Leads who support development and execution of Action Plans. Goal Leads will also serve as liaisons between the Goal Champion and other Goal Team Members.

The Goal Champions and Goal Leads are augmented by members of the CSC to make up Goal Teams. These teams will monitor and manage progress toward each Goal through execution of defined Objectives and Initiatives. Furthermore, select subject matter experts will provide critical insights in specific areas to assist in developing and executing Action Plans. Thus, Goal Teams are assured of cross-functional input and representation across the breadth of Air Force Contracting.

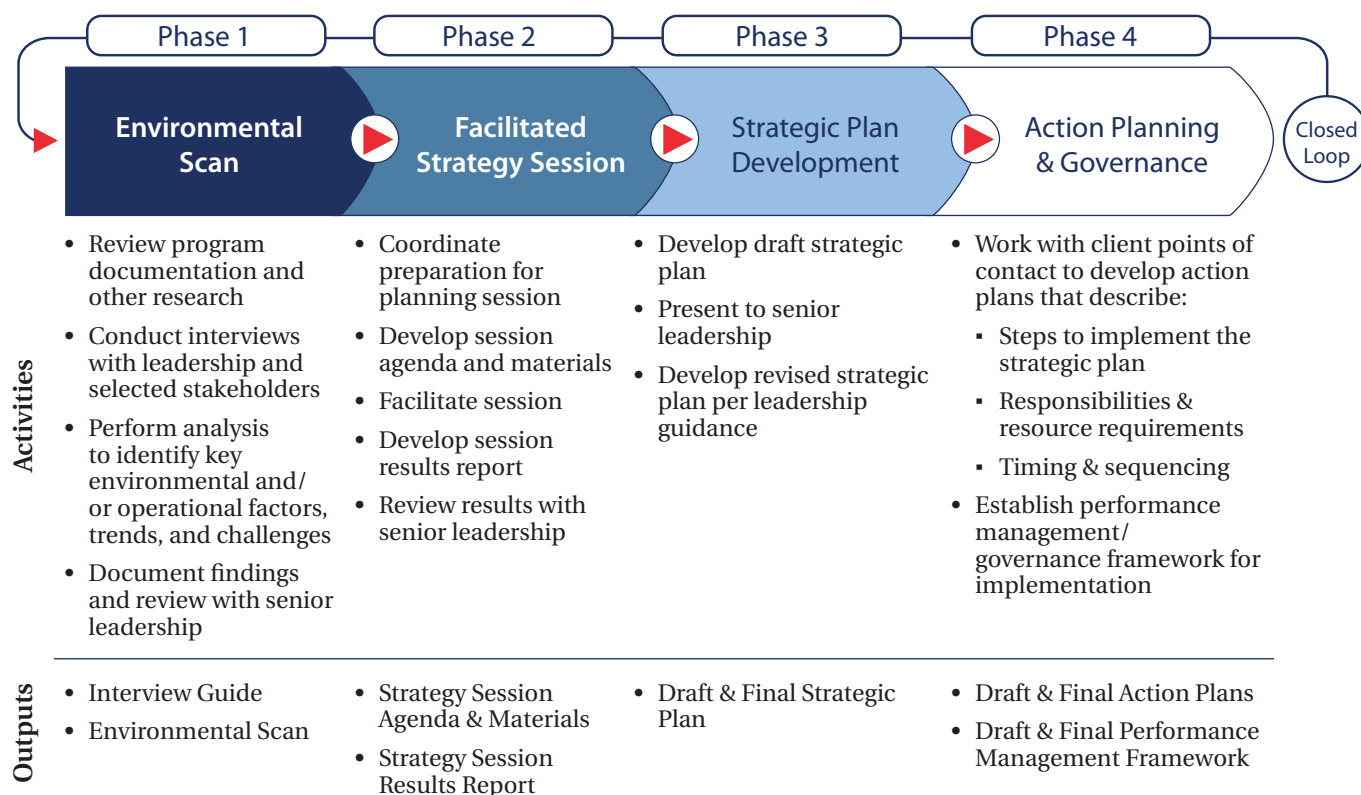


Figure 2: Air Force Contracting Strategic Planning Methodology

The members of the CSC meet quarterly to provide progress reports and make course corrections as needed. At the same time, communications from the Goal Teams back to the workforce can be integrated and strategically aligned. This comprehensive governance structure ensures consistent messages are communicated up, down, and across the organization as shown in Figure 3. As needed, a published document will enable the review of the Goal Team's progress against the Strategic Plan and Action Plans.

Action Plans

This Strategic Plan represents the initiation, not completion, of Air Force Contracting's strategic efforts. Moving forward, each Goal Team will be responsible for developing an Action Plan that details the steps necessary for successful implementation. Each Action Plan outlines Objectives and Initiatives that define "who does what by when" by assigning responsibility for execution and by providing a timeline, against which, progress will be measured.

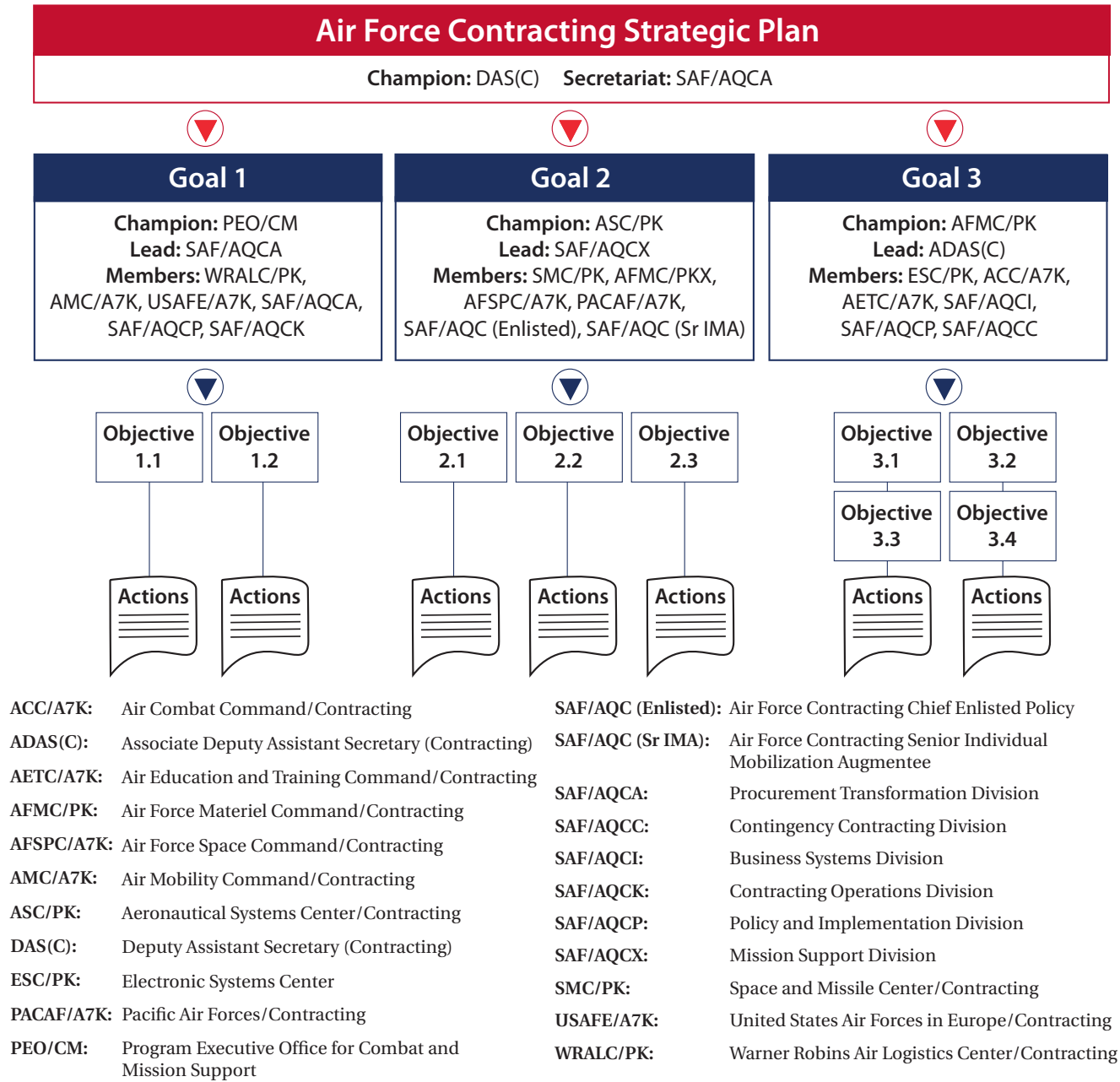


Figure 3: Air Force Contracting Strategic Planning Governance Board

Air Force Contracting Strategic Plan



Be America's Best...War-winning Capabilities on Time, on Cost

Air Force Contracting will be recognized as the Contracting Corps of choice throughout the DoD. We will be known for our competence, integrity, courage, and professionalism. We will be the first choice in contracting for our customers, our commanders, and DoD by providing war-winning capabilities on time and on cost.

We will be the employer of choice, known for the training, leadership, management, and advancement of our personnel. We will actively recruit and train our people to meet current and future sourcing needs. We will continually evaluate the skills of our diverse workforce and align our capabilities with our customers' mission. Our staff will be proactive and operate in a dynamic environment that is focused on innovative solutions. Our contracting leaders will be sought to fill critical leadership positions within our Air Force and across DoD.

Air Force Contracting Professionals will continue to be a bedrock of the Joint Force. We will be renowned for our experience, wisdom, and knowledge, and we will be the first choice of combatant commanders. Our people will be strong beyond the basics and will possess capabilities to excel in any environment. Contracting leaders will have expertise and a breadth of knowledge to maintain and expand on insightful business acumen. We will be trusted for making reliable decisions, taking responsibility for our actions, and serving as role models for other professionals in the Air Force.

Our customers will be knowledgeable about our process is, and our suppliers will trust our decisions. We will continue to focus on connecting the market to our acquisition strategies and broadening our product



expertise and market knowledge to ensure we can effectively support our customers. Our independent evaluation will be sought to instill confidence in procurement procedures and transparency throughout the acquisition process.

We will strive to operate in an environment that is proactive rather than reactive. To do this, our force will concentrate on providing innovative solutions that meet customers' needs. We will leverage technology and knowledge management to anticipate customer requirements and continue to improve our processes to effectively and efficiently use our resources.

Our processes will be rapid, repeatable, transparent, and consistent to ensure that the Warfighter receives the best products. We will be held accountable to deliver *on Time and on Cost*.

Air Force Contracting Strategic Plan



Develop and execute responsive strategies and compliant sourcing solutions enabling the global Air Force mission

Air Force Contracting provides critical and foundational support to enable the Air Force *to fly, fight, and win in air, space, and cyberspace*. By aligning with the United States Air Force Mission and reinforcing the Air Force Acquisition Mission, Air Force Contracting is positioned to execute dual responsibilities: to meet mission requirements while serving as strong stewards of Taxpayer dollars (Figure 4). Our mission guides us to improve the effectiveness of our organization and to meet the growing demands of our industry, our customers, and our stakeholders.



Figure 4: Alignment to Stakeholder Missions

Air Force Contracting delivers world-class capabilities to enable the Warfighter. We procure and deliver goods and services, execute strategic sourcing initiatives, and establish and administer business agreements. We support our customers no matter where they are in the world. We are mindful of our customers' missions and seek to identify and execute the most effective and efficient means to support their requirements. In essence, we get the right commodities and services in the right hands, at the right time, and at the optimal value to the Air Force.

In addition, we provide business advice and sound market intelligence to our customers. Our highly trained and multiskilled professionals

not only perform traditional contracting responsibilities, but also are involved with the overall life cycle of a requirement. We serve as trusted advisors to customers and industry providers. To effectively provide these services, we ensure that our Air Force Contracting workforce has meaningful career paths, effective training, and challenging opportunities.

Air Force Contracting must balance fulfilling our mission with upholding statutory law, the Federal Acquisition Regulation (FAR), and other Air Force policy and guidance. We strive to have a transparent procurement system that upholds the integrity of the contracting process. In our profession, the means and the ends carry equal weight.

Air Force Contracting Strategic Plan



Guiding Principles

Our Air Force Contracting Guiding Principles define the values and philosophy of our organization and guide the behavior of our workforce. The Guiding Principles describe how people in Air Force Contracting, whether civilian or military (active and reservists), are expected to interact with each other, our customers, and our stakeholders. Our leaders are committed to modeling these behaviors.

Our Guiding Principles align our community to higher level Air Force priorities. Air Force Core Values provide the foundation for the shared commitment of all Air Force personnel, and the Acquisition Guiding Principles fundamentally guide the way we do business. The Air Force Contracting Guiding Principles build on these priorities and reinforce what is unique to Air Force Contracting (Figure 5).



Figure 5: Alignment to Stakeholder Priorities

Over time, all organizations evolve, and there is no doubt we are challenged to keep up with the pace of change today. As we find ourselves at a critical juncture, it is important to remember our foundation. We must fortify the fundamentals while preparing for the future. Our unwavering core values are reflected within the Air Force Contracting Guiding Principles.

We Will:

- ▶ **Stand up and do the right thing to ensure integrity and fairness of the procurement system**
- ▶ **Never award a contract at the expense of integrity**
- ▶ **Know the fundamentals, think innovatively, and remain focused on the details**
- ▶ **Care for one another by sharing our knowledge and experiences**
- ▶ **Passionately protect the image of our Nation, our Air Force, and our contracting profession**

As Contracting Professionals, we are uniquely charged with enabling the Air Force mission while striving to uphold public law and trust. We are Airmen, we know our job, and we do the right thing—always. The details matter. Every word matters because our personal accountability is on the line. We take care of our people and we ensure they have the skills our organization needs. We expect everyone to take a leadership role and recognize that mentoring is a day-to-day, face-to-face activity. We recognize every one of us plays a role in how we are perceived.



Air Force Contracting Strategic Plan



Goals & Objectives

The Goals and Objectives are the enablers of strategic change that, when taken collectively, represent how the Mission will be realized and how Air Force Contracting will move toward its Vision. With ownership and commitment to these Goals and Objectives, Air Force Contracting can build a bridge from where we are today to where we want to be in the future. The three goals, along with accompanying objectives and initiatives, are critically important at this point in time. Throughout the 5-year implementation period, additions or modifications will be made, as required, to represent the changing landscape.

The Air Force Contracting Goals are:

Goal 1: We will develop and sustain a culture recognized for its competency, integrity, courage, and professionalism, instilling confidence in procurement processes and decisions

Goal 2: We will aggressively recruit, develop, retain, and support a trained and capable Air Force Contracting Corps, ready to meet the Air Force and Joint Contracting mission

Goal 3: We will posture the Air Force as a demanding customer to our suppliers and ensure

our Air Force Contracting processes and systems are able to meet the challenges of today and tomorrow

Goal 1

We will develop and sustain a culture recognized for its competency, integrity, courage, and professionalism, instilling confidence in procurement processes and decisions

A culture that is recognized as “America’s Best” begins with the individual and is cultivated through commitment, as a group, to competency, integrity, courage, and professionalism. It is through raising our own standards, that we will instill confidence in others. Air Force Contracting must return to the basics. Our culture was built on a foundation of strong leadership, a well-trained workforce, open and honest communications, and an ability to overcome challenges. Air Force Contracting has been tried, tested, and stretched, yet our commitment to the Nation endures. We are determined to persevere, to support each other, and to support our Air Force. Still, we must address not only how we are perceived externally, but also how we perceive ourselves (Table 1).

Goal 1: We will develop and sustain a culture recognized for its competency, integrity, courage, and professionalism, instilling confidence in procurement processes and decisions	
Objectives	Initiatives
1.1 Enhance the “esprit de corps” of Air Force Contracting	1.1.1 Strengthen the brand and brand awareness of Air Force Contracting 1.1.2 Develop and implement an Air Force Contracting Strategic Communications Plan 1.1.3 Celebrate and communicate Air Force Contracting successes 1.1.4 Evaluate and realign Air Force Contracting award programs with Guiding Principles
1.2 Be our own toughest critic by strengthening accountability throughout the Air Force Contracting community	1.2.1 Strengthen and standardize review programs including inspection, Staff Assistance Visits, Unit Compliance Inspection, and Program Management Review 1.2.2 Develop and ensure enforcement of appropriate and consistent repercussions for violation of policy, procedure, and/or law 1.2.3 Establish clear and consistent standards across the contracting enterprise

Table 1: Goal 1

Objective 1.1 Contracting is a community faced with numerous challenges. Our strength, however, is seen in our ability to turn these challenges into opportunities for greatness. To enhance our “esprit de corps,” Air Force Contracting will focus on the core competencies that are the staple of our workforce. In addition, through a detailed Communication Plan, we will focus on, share, and celebrate our organizational successes. We will evaluate and realign our contracting recognition programs to be consistent with our Guiding Principles. We will strengthen our forums for recognizing leadership (active/reserve military and civilians) within the career field. These initiatives will allow us to emphasize and leverage our shared experiences in the global contracting field and our unique role in the Joint fight that provides cohesion and camaraderie across our community.

Objective 1.2 For Air Force Contracting to be recognized as “America’s Best,” the bar must be set high in terms of quality and compliance with statutory law, the FAR, and other Air Force policy and guidance. In Contracting, we are entrusted to uphold the public trust and the sanctity of our warrants. When we sign our names, we take individual responsibility; yet we are collectively reinforced by the legal obligations entrusted to us. To meet these standards, we must begin by evaluating ourselves. Air Force Contracting’s functional identity will be strengthened through uniform rules of engagement. Our standards will be applied consistently and articulated clearly across the Air Force, and they will be enforced without exception. Our stringent application of the rules, regulations, and policies will ensure trust and reestablish our reputation.

Goal 2

We will aggressively recruit, develop, retain, and support a trained and capable Air Force Contracting, ready to meet the Air Force and Joint Contracting mission

Our ability to execute responsive strategies and compliant sourcing solutions is tied directly to our most valuable resource—our people. Thus,

more emphasis must be placed on finding and hiring the most qualified candidates to be a part of Air Force Contracting. As part of the contracting community, continuous learning opportunities must be provided to build the skill sets necessary to fight and win today and tomorrow. “We train as we fight, fight as we train.” Finally, military and civilian career paths must create opportunities that lead to retention, development, and advancement of future leaders who will represent Air Force Contracting at the highest levels (Table 2).

Objective 2.1 We want to be the employer of choice for highly qualified candidates. Therefore, we will discover and use innovative ways to reach these candidates by developing a comprehensive human capital strategy plan. After reaching candidates, we will address the current limitation in our personnel system to onboard the right candidates in a timely manner. We will enable hiring in a strategic and tactical way to ensure we are resourced to meet mission requirements.

Objective 2.2 As we seek to increase the demand for contracting personnel in critical leadership positions across the Air Force and DoD, we must ensure that employee skill sets are being developed. The right skills will be garnered not only through rigorous and uniform training, but also through practical application. Recognizing that Contracting Professionals learn and advance through a variety of forums, we will provide comprehensive training programs that develop strategic thinking and critical decision making skills. These forums will include a combination of job training, continuous learning, web-based training, formalized classwork, and cross-functional and cross-geography experiences.

Objective 2.3 Our contracting personnel are sought across public and private sector industries. We take pride in this fact; however, we must make it a priority to retain our most valuable resources. Our career field managers will provide meaningful and challenging career advancement opportunities that motivate our workforce. The path to leadership should be communicated so our workforce knows what is

Goal 2: We will aggressively recruit, develop, retain, and support a trained and capable Air Force Contracting Corps, ready to meet the Air Force and Joint Contracting mission	
Objectives	Initiatives
2.1 Attract highly qualified candidates at all levels utilizing the full spectrum of recruitment tools	2.1.1 Develop and implement a comprehensive recruitment plan 2.1.2 Develop and execute a process by which we are able to functionally hire in a strategic and targeted manner 2.1.3 Aggressively engage to solve limiting factors in the Air Force personnel system
2.2 Develop the workforce's skill sets necessary to perform today and posture them for future opportunities and advancement	2.2.1 Develop a comprehensive plan that identifies training opportunities using different venues to address competency gaps and in support of tactical and strategic skill set requirements. Employ the "Train as we fight, fight as we train" philosophy 2.2.2 Develop a process by which we are able to target specific courses that merit credit for continuous learning hours in support of Air Force Contracting 2.2.3 Identify training requirements and processes by which reservists can become certified for purposes of advancement and identify ways in which reservists can become acquisition coded
2.3 Provide civilian and military (active and reserve) personnel the career paths to develop leaders of tomorrow	2.3.1 Develop, publish, and implement meaningful career paths for civilian and military personnel 2.3.2 Promote mentoring in Air Force Contracting 2.3.3 Develop and execute a plan to grow strategic leaders in Air Force Contracting 2.3.4 Exploit National Security Personnel System (NSPS) by developing a framework for civilian job advancement that motivates contracting authority and supervisory responsibility

Table 2: Goal 2

expected and how to achieve it. Our community and our culture enables us to learn from our predecessors and mentor the next generation.

Goal 3

We will posture the Air Force as a demanding customer to our suppliers and ensure our Air Force Contracting processes and systems are able to meet the challenges of today and tomorrow

Air Force Contracting supports the Air Force imperative to win the fight today while preparing for the challenges of tomorrow. We will enable the Air Force mission through superior contracting support. We will ensure, through our standard processes and diligent attention to details, that our industry suppliers provide the best products and services to meet Warfighter operational needs. Further, we will hold our contractors to our standards of on-time and on-cost delivery. As a demanding customer, we set the stage for excellence: we bring responsibility

and accountability to the forefront. We are service providers and we set high expectations for ourselves and our suppliers (Table 3).

Objective 3.1 Air Force Contracting needs improved and standardized processes so that our customers and stakeholders receive the same level of service regardless of where in Air Force Contracting the requirement is procured. We need to evaluate and enhance our processes to ensure best practices and benchmarks are identified and integrated. We strive for recognition as the benchmark for contracting organizations across DoD.

Objective 3.2 Technology offers significant possibilities for improvement within Air Force Contracting. While we strive to find the right balance to leverage technical advances and tools, we recognize that intelligent human judgment and decision-making cannot be replaced. We will analyze two technological upgrades: (1) implementing a single contract writing system

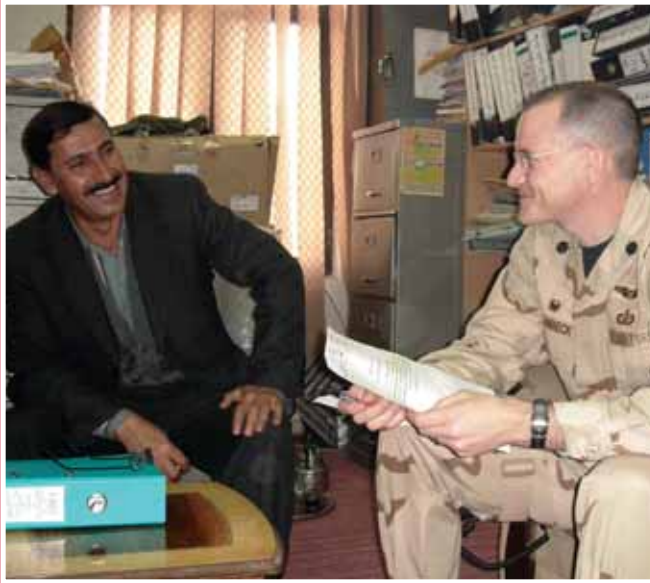


and (2) developing a web-based capability for decentralized ordering. This comprehensive analysis of potential capabilities, as well as a best practice and benchmarking study, will provide the foundation for standardizing Air Force Contracting information technology processes.

Objective 3.3 The Air Force is executing and realizing the successes of strategic sourcing and is committed to the initiative at senior levels. To fully realize strategic sourcing objectives, we must develop robust Air Force-wide strategic sourcing processes and policies with defined roles and responsibilities. Additionally, we must encourage using established strategic arrangements whenever possible. Presently, the Air Force has established ten Commodity Councils that serve as the first choice in procuring goods and services for a defined set of commodities. The Air Force will continue to support sourcing enablers, such as the Installation Acquisition Transformation (IAT), that also provide improved customer service, reduce purchasing costs, and maximize the use of skilled acquisition and contracting resources. Air Force Contracting will strengthen support of partnerships and strategic sourcing activities across the Federal Government. We will continue to research and implement strategic sourcing best practices and tools. In addition

to developing a strategic sourcing training curriculum, we will provide awareness and understanding to the contracting workforce and requirement owners about the value of strategic sourcing.

Objective 3.4 We will use our iterative strategic planning process to consider transformations that may affect our community. Financial Management is a key partner for contracting today, and our missions are closely tied. We will assign resources to analyze the opportunities for a Financial Management and Contracting strategic partnership. Similarly, the DoD Joint Basing provides significant opportunities for standardization and efficiency. As we move forward with IAT, we need to ensure integration with the Joint Basing effort to effectively utilize our scarce resources and meet the mission. As Air Force Contracting moves forward with our own transformation initiatives, we will continue to strategically review and support other transformations, as appropriate, to provide solutions that keep the good of the total force at the forefront.



Goal 3: We will posture the Air Force as a demanding customer to our suppliers and ensure our Air Force Contracting processes and systems are able to meet the challenges of today and tomorrow	
Objectives	Initiatives
3.1 Identify specific target areas for Air Force-wide process improvement opportunities	3.1.1 Review Air Force and DoD benchmarks and best practices for processes 3.1.2 Analyze and reengineer Air Force Contracting processes to implement standard processes as appropriate (e.g., Source Selections, Contract Warranting, Contractor responsiveness) 3.1.3 Improve and standardize Air Force Contracting policies
3.2 Streamline and standardize information technology processes and capabilities	3.2.1 Analyze the feasibility of implementing a single contract writing system 3.2.2 Develop and implement a web-based contracting capability including decentralized customer ordering
3.3 Enable strategic sourcing across the enterprise	3.3.1 Develop a robust Air Force-wide strategic sourcing process with clearly defined roles and responsibilities 3.3.2 Continue to grow the number of Commodity Councils 3.3.3 Strengthen support of partnerships and strategic sourcing activities across the Federal Government 3.3.4 Research and implement strategic sourcing Best Practices technical tools 3.3.5 Continue to support strategic sourcing enablers, including implementation of the Installation Acquisition Transformation (IAT) 3.3.6 Develop and deploy strategic sourcing training materials 3.3.7 Institute a strategic sourcing and commodity council outreach and awareness program
3.4 Evaluate and integrate transformation efforts into Air Force Contracting	3.4.1 Analyze and provide recommendations about the proposed Financial Management and Contracting (FM/CONS) merger 3.4.2 Integrate Joint Basing initiatives with IAT 3.4.3 Ensure external transformations are integrated with Air Force Contracting initiatives

Table 3: Goal 3

Air Force Contracting Strategic Plan

Way Ahead

The goals, objectives and specific initiatives outlined in our Strategic Plan provide a kick start for what will be a relentless pursuit of acquisition excellence. We have a tremendous team of professionals, a solid foundation from which to launch, and shared motivation to increase our efficiency. Getting back to the basics of our profession is where we begin.

Brig. Gen. Lindberg described the military contracting officer as “nobody’s darling.” He stressed the constant pull from customers to deliver goods and services of the highest quality at the lowest cost in the shortest amount of time—ambitious expectations for anyone to meet but nonetheless a reality of our mission. Without Air Force Contracting, our Airmen do not have the capabilities they need to *fly, fight, and win in air, space, and cyberspace*. You are the first in and last out on any mission because you provide the war-winning capabilities our Joint Team depends on to defend our country.

Although your talents are clear, the sheer dynamics of our global environment demand we harness the necessary tools and technology to continue improving the way we execute our responsibilities. We are charged with committing our Nation’s funds to provide for our Nation’s Warfighters. What an awesome and daunting task. Our credibility is our foundation. With it intact, we retain the trust of our customers, our civilian leadership, and the taxpayers. Today, we must work fearlessly to restore the reputation of Air Force Contracting, and then we must fiercely protect it at every turn.

The Vision, Mission, Guiding Principles, Goals, and Objectives detailed in this Strategic Plan chart a clear course for the future of Air Force Contracting. Together, we will take these words and translate them into tangible actions. Together, we will *Be America’s Best!*





